

CCH Board of Directors Meeting April 2019

Ekerete Akpan, Chief Financial Officer

April 26, 2019



COOK COUNTY
HEALTH



Systems-wide Financials, Observations, and Revenue Cycle Metrics



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Income Statement for the Three Months ending Feb.- 2019 (in thousands)

CCH Systemwide	Year-To-Date		Variance	
	Actual	Budget	\$	%
<u>Operating Revenue</u>				
Net Patient Service Revenue	146,828	183,303	(36,475)	-20%
County Care Access Payments	105,515	-	105,515	n/a
CountyCare Capitation Revenue	444,507	455,437	(10,931)	-2%
Cook County Access Payments	12,447	12,447	-	0%
Other Revenue	1,121	3,250	(2,129)	-66%
Total Operating Rev	710,418	654,437	55,980	9%
<u>Operating Expenses</u>				
Salaries & Benefits	157,869	178,209	20,340	11%
Overtime	11,918	8,950	(2,967)	-33%
Contracted Labor	11,138	8,530	(2,608)	-31%
Pension*	27,482	81,841	54,359	66%
Supplies & Materials	10,648	15,538	4,890	31%
Pharmaceutical Supplies	20,074	20,207	132	1%
Purch. Svs., Rental, Oth.	55,128	77,206	22,078	29%
External Claims Expense	373,463	354,142	(19,320)	-5%
County Care Access Expense	105,515	-	(105,515)	n/a
Insurance Expense	6,670	7,359	689	9%
Depreciation	8,676	8,676	-	0%
Utilities	4,963	2,471	(2,492)	-101%
Total Operating Exp	793,545	763,130	(30,415)	-4%
Operating Margin	(83,127)	(108,693)	25,566	24%
Operating Margin %	-12%	-17%	5%	30%
Non Operating Revenue	49,522	64,854	(15,332)	-24%
Net Income/(Loss)	(33,605)	(43,839)	10,234	23%



Observations

- Primary Care visits are up by 4% versus FY18, and down 1% versus FY19 target
- Specialty Care visits are up by 3% versus FY18, and down 2% versus FY19 target
- Surgical Cases are down by 2% versus FY18, and down 8% versus FY19 target
- Inpatient Discharges are down 10% versus FY18
- LOS is down 3% versus FY18, and 3% versus FY19 target
- Emergency Department visits are down 3% versus FY18
- Deliveries are up by 6% versus FY18, and down 4% versus FY19 target
- Case Mix Index is up 25% versus FY18, and down 17% versus FY19 target
- System-wide uninsured numbers, captured by visit held 45% (Provident 36%, ACHN 45%, Stroger 48%)



Financial Metrics

Metric	As of end Feb-18/YTD	As of end Feb-19/YTD	Target
Days Cash On Hand**	15	21	60
Operating Margin***	-6.3%	-8.9%	-5.4%
Overtime as Percentage of Gross Salary	8.6%	8.1%	5.0%*
Average Age of Plant (Years)	23.3	23.2	10.7

*Days Cash on Hand - CCH target 60 days, Moody's 198 days . Overtime as percentage of Gross Salary – CCH target 5% , Moody's 2%

** Days Cash in Hand – Point in time i.e. as of end October for each year

***Excludes Pension Expense-Target based on compare group consisting of 'like' health systems : Alameda Health System, Nebraska Medical Center, Parkland Health & Hospital System, and UI Health



Revenue Cycle Metrics

Metric	Average FYTD 2019	Feb-19	Mar-19	Benchmark/Target
Average Days in Accounts Receivable <i>(lower is better)</i>	100	105	96	45.85 – 54.9*
Discharged Not Finally Billed Days <i>(lower is better)</i>	11	11	10.6	7.0
Claims Initial Denials Percentage <i>(lower is better)</i>	22%	20%	23%	20%

Definitions:

Average Days in Accounts Receivable: Total accounts receivable over average daily revenue

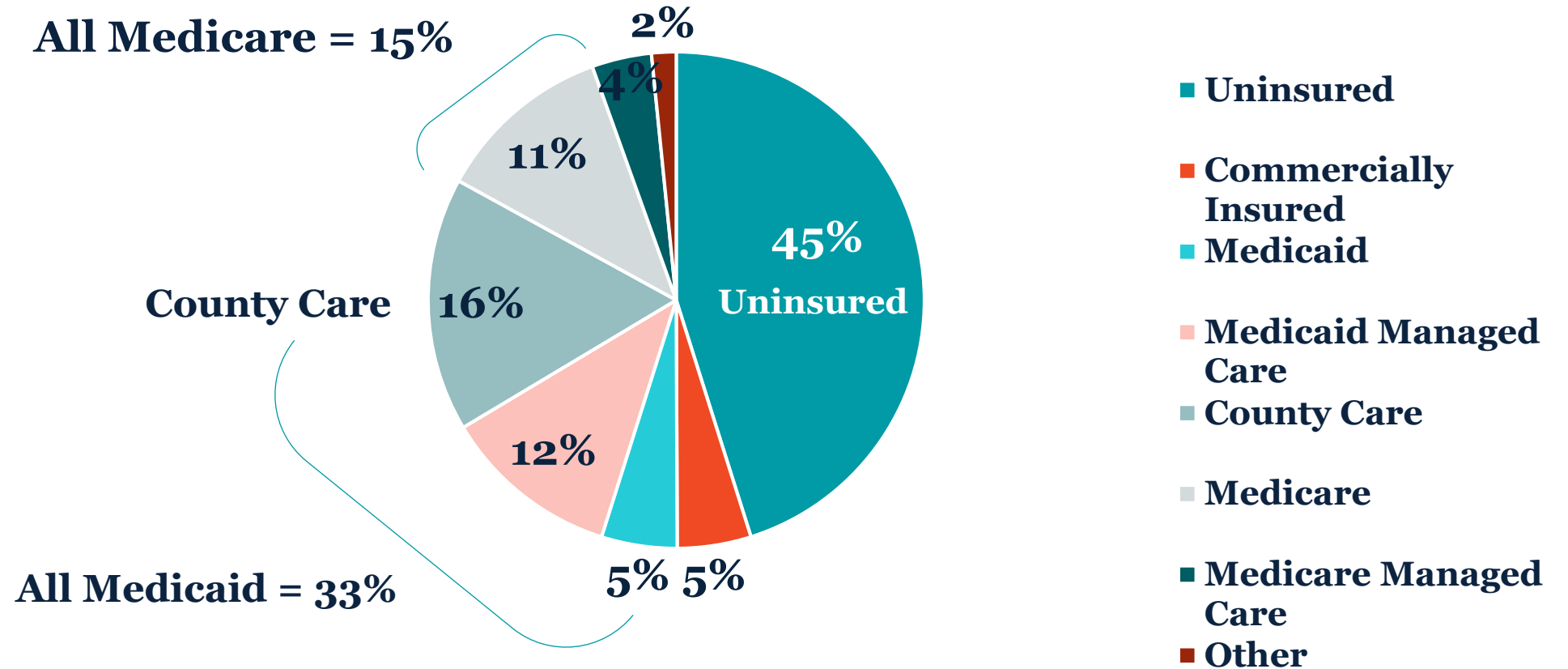
Discharged Not Finally Billed Days: Total charges of discharge not finally billed over average daily revenue

Claims Initial Denials Percentage: Percentage of claims denied initially compared to total claims submitted.

* Source HFMA Key Hospital Statistics and Ratio Margins – Posted 2014



System Payor Mix By Visit



Questions?



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Human Resources Metric CCH Board of Directors

Barbara Pryor
Chief Human Resources Officer

April 26, 2019



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Metrics



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Important Performance Data

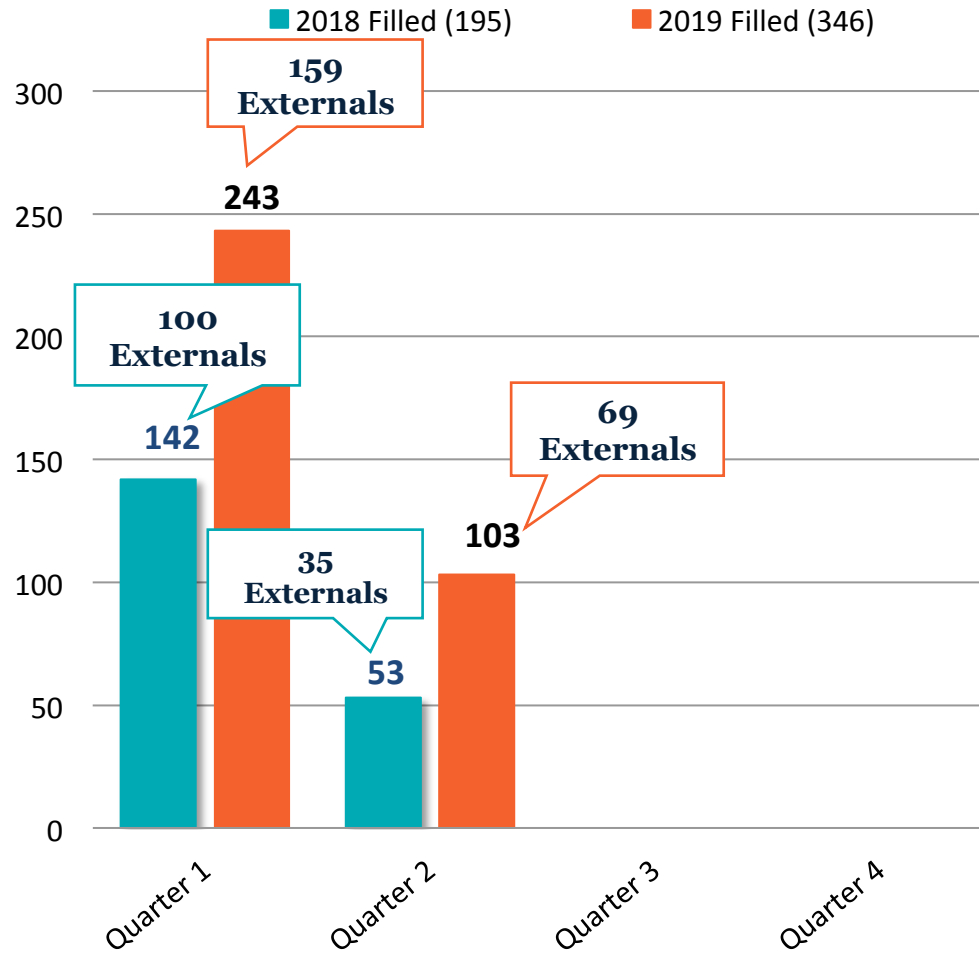
FY19 Vacancy	Count
Fiscal Year 2019 Approved Positions:	7,265
Current Vacancy Number:	1,205
# of Positions in Process:	849



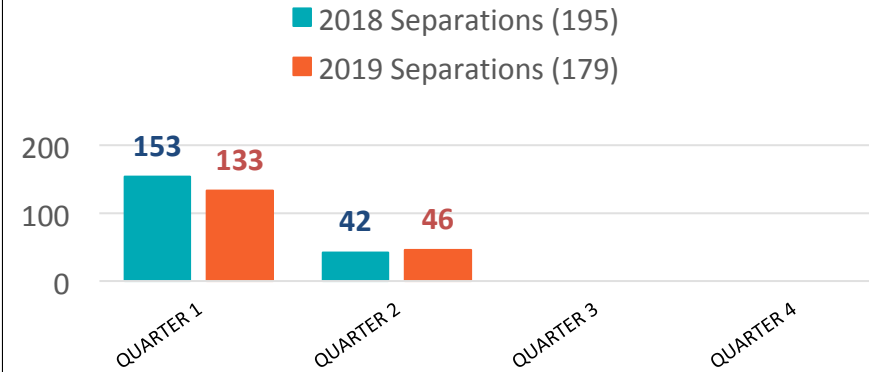
CCH HR Activity Report

Thru 03/31/2019

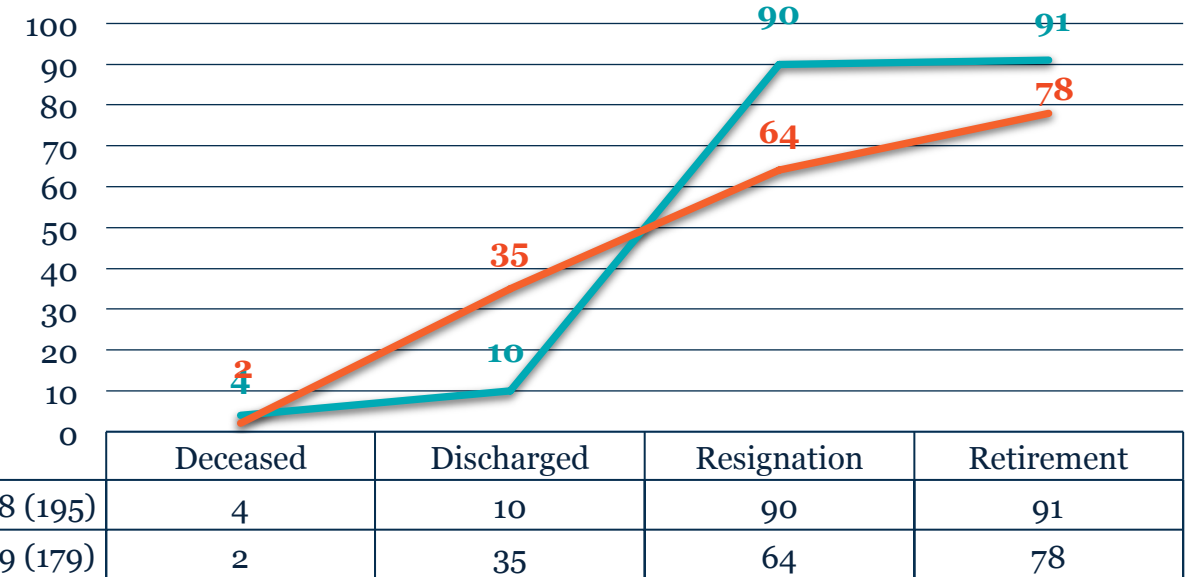
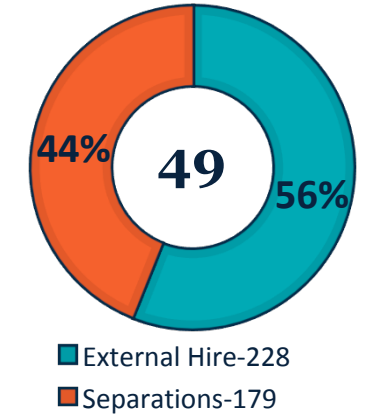
FILLED POSITIONS



SEPARATIONS



NET NEW

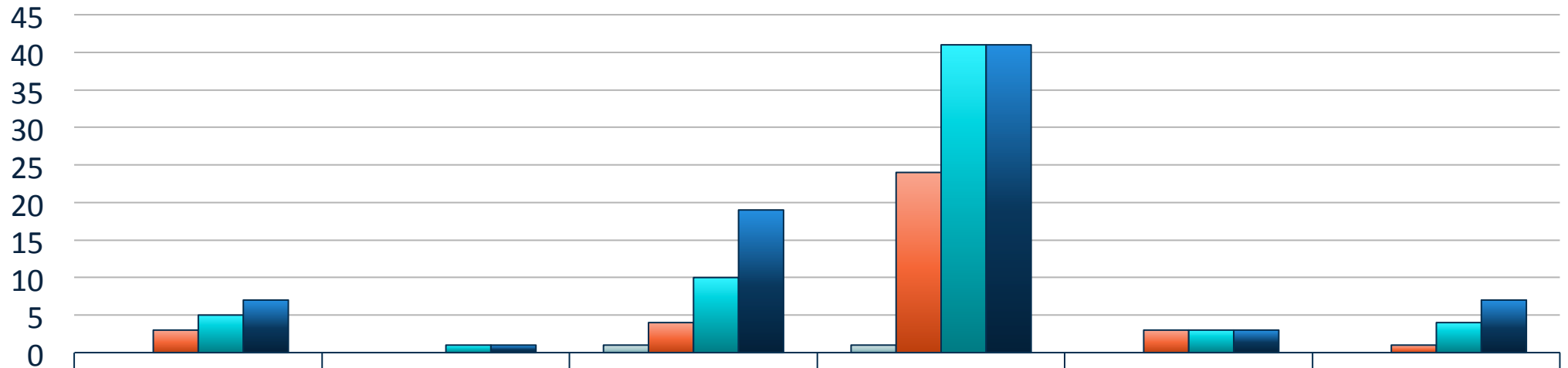


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CCH HR Activity Report

Thru 03/31/2019

SEPARATIONS BY CLASSIFICATION - 179

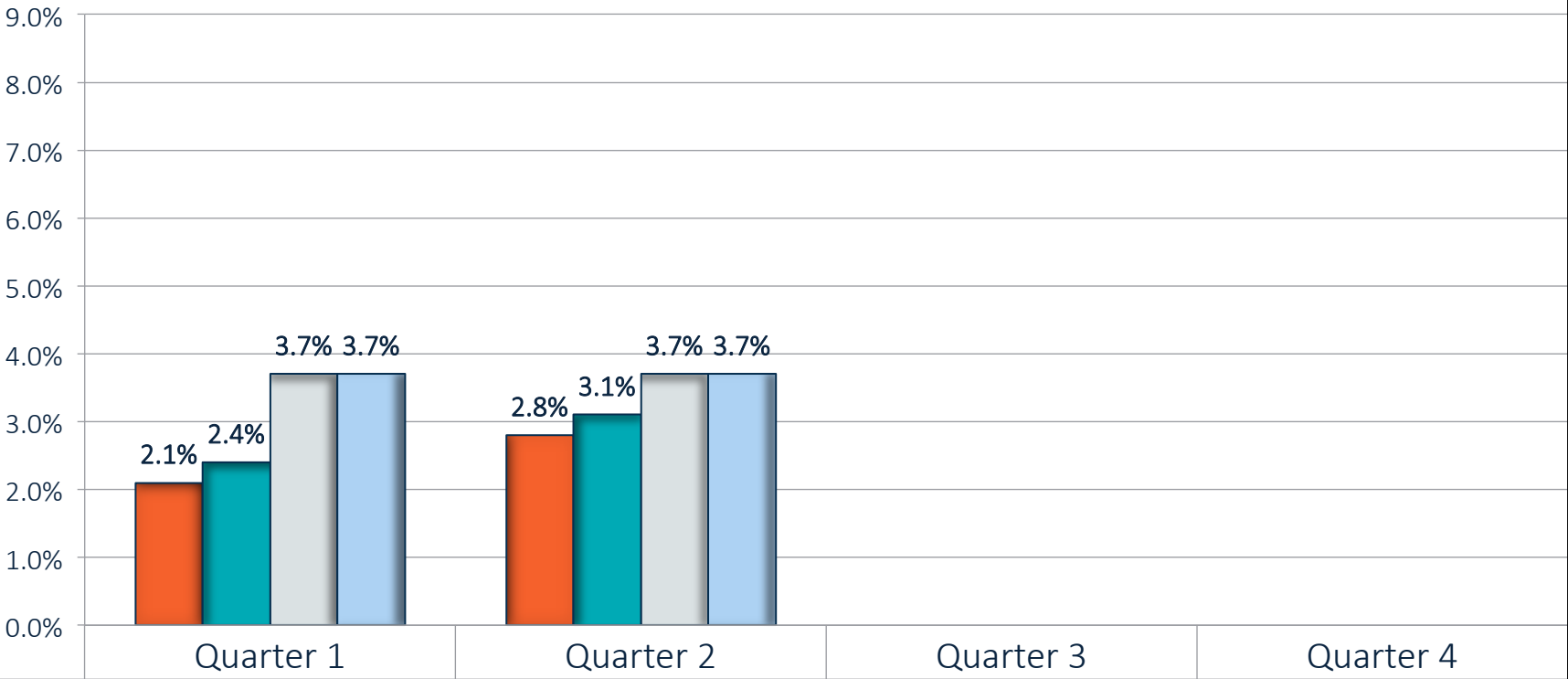


	Finance (15)	HIS (2)	Nurse (34)	Other (107)	Pharmacy (9)	Physician (12)
Deceased (2)			1	1		
Discharged (35)	3		4	24	3	1
Resignation (64)	5	1	10	41	3	4
Retirement (78)	7	1	19	41	3	7



CCH HR Activity Report – Turnover

CCH TURNOVER
Turnover Year-to-Date
Head Count: 6,373



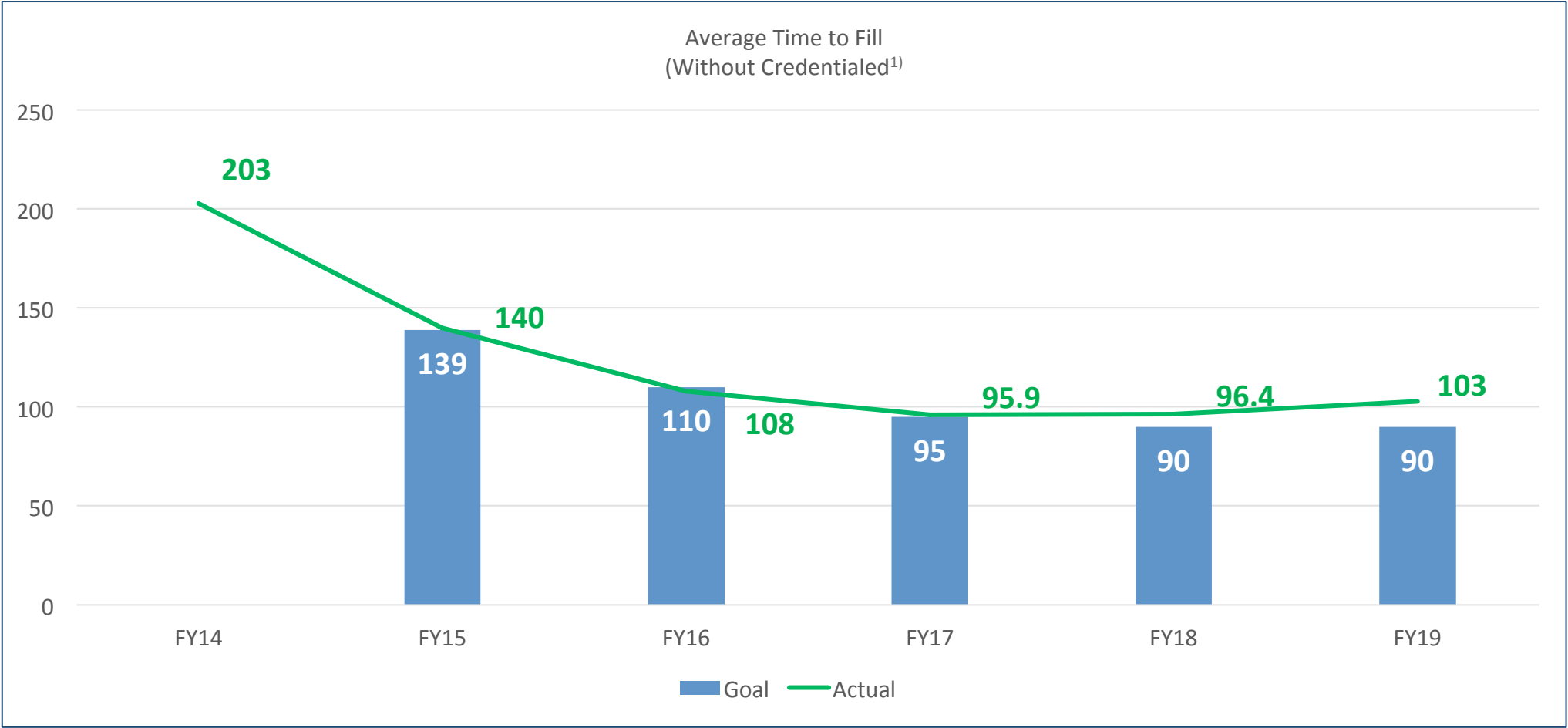
YTD Cumulative Totals:

FY19 CCHHS Turnover	2.1%	2.8%		
FY18 CCHHS Turnover	2.4%	3.1%		
FY17 U.S. IL Health & Hospital Assoc. Turnover Data	3.7%	3.7%		
FY18 U.S. Dept. of Labor Turnover Data	3.7%	3.7%		



CCH HR Activity Report – Open Vacancies

Improve/Reduce Average Time to Hire*



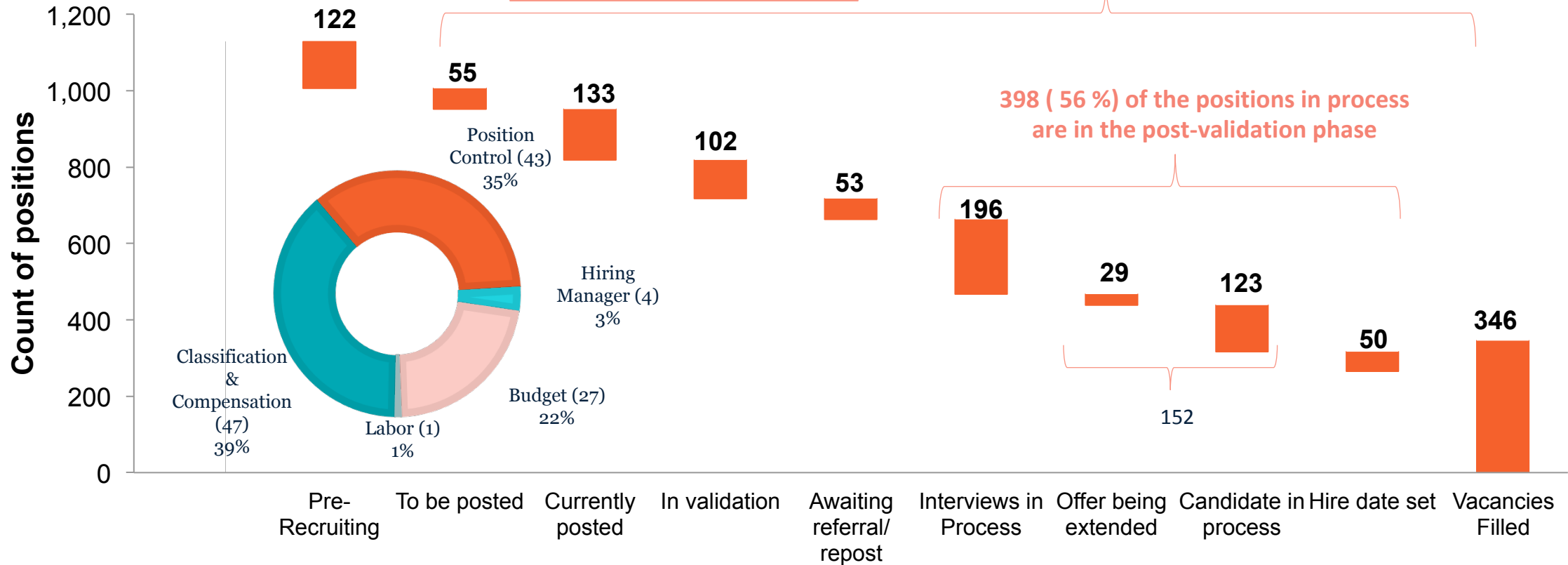
¹Credentialed Positions: Physicians, Psychologist, Physician Assistant I and Advanced Practice Nurses.

CCH HR Activity Report – Hiring Snapshot

Thru 03/31/2019

Clinical Positions – 503 / 69%
Non-Clinical Positions – 224 / 31%

727 Positions in Recruitment



Shared Responsibility

Human Resources

Management

Human Resources

Shared Responsibility



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Position Control 122 + Recruitment 727 = 849 Positions in Process

Thank you.



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Closed Session



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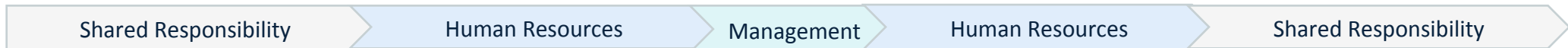
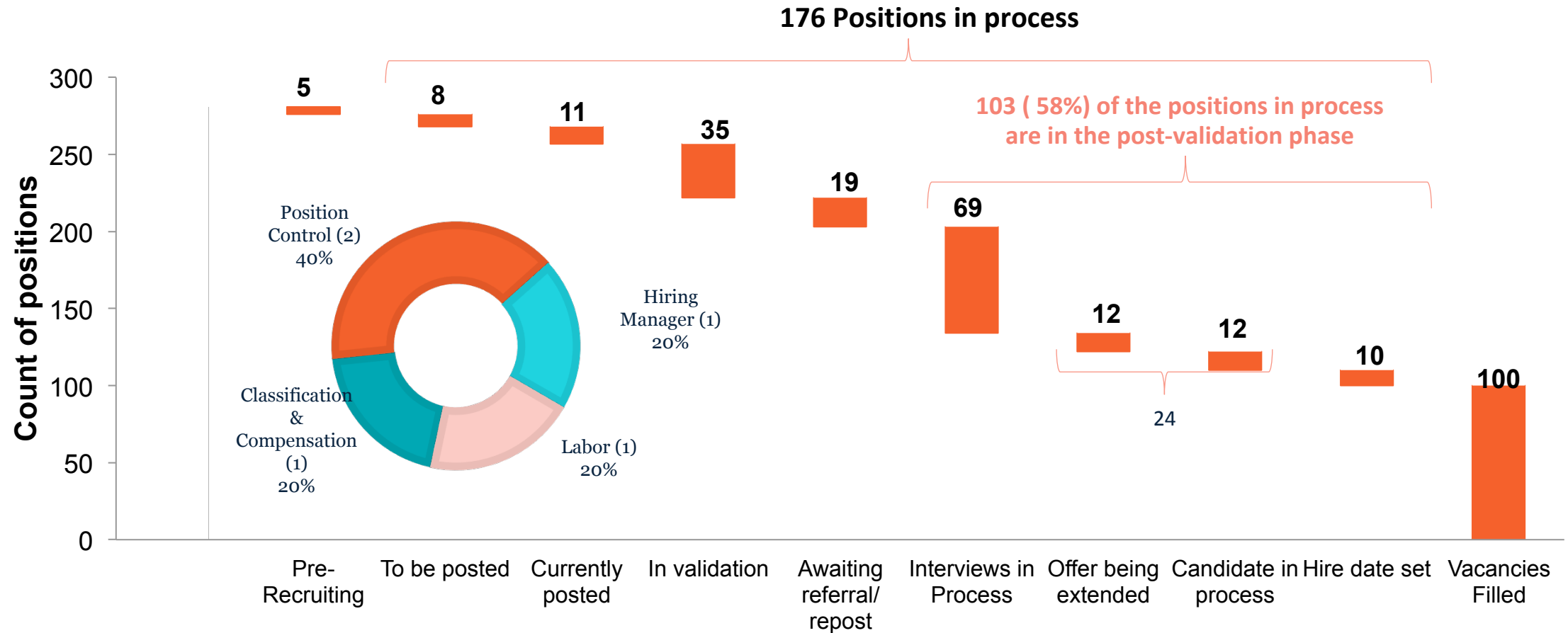
Appendix



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CCH HR Activity Report – Nursing Hiring Snapshot

Thru 03/31/2019

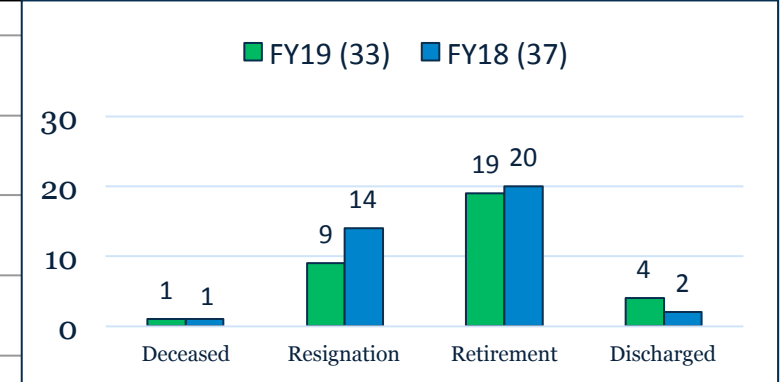
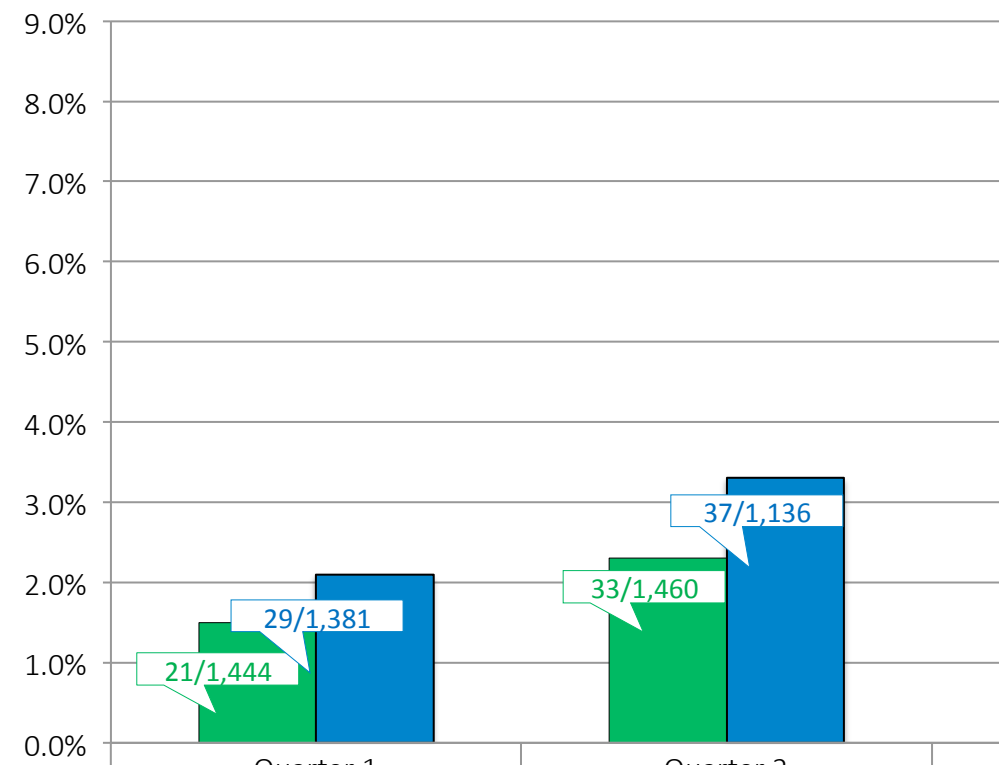


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181 Positions in Process

Nursing Activity Report – Turnover

CCH TURNOVER
Turnover Year-to-Date
Head Count: 1,460

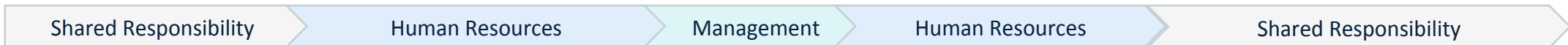
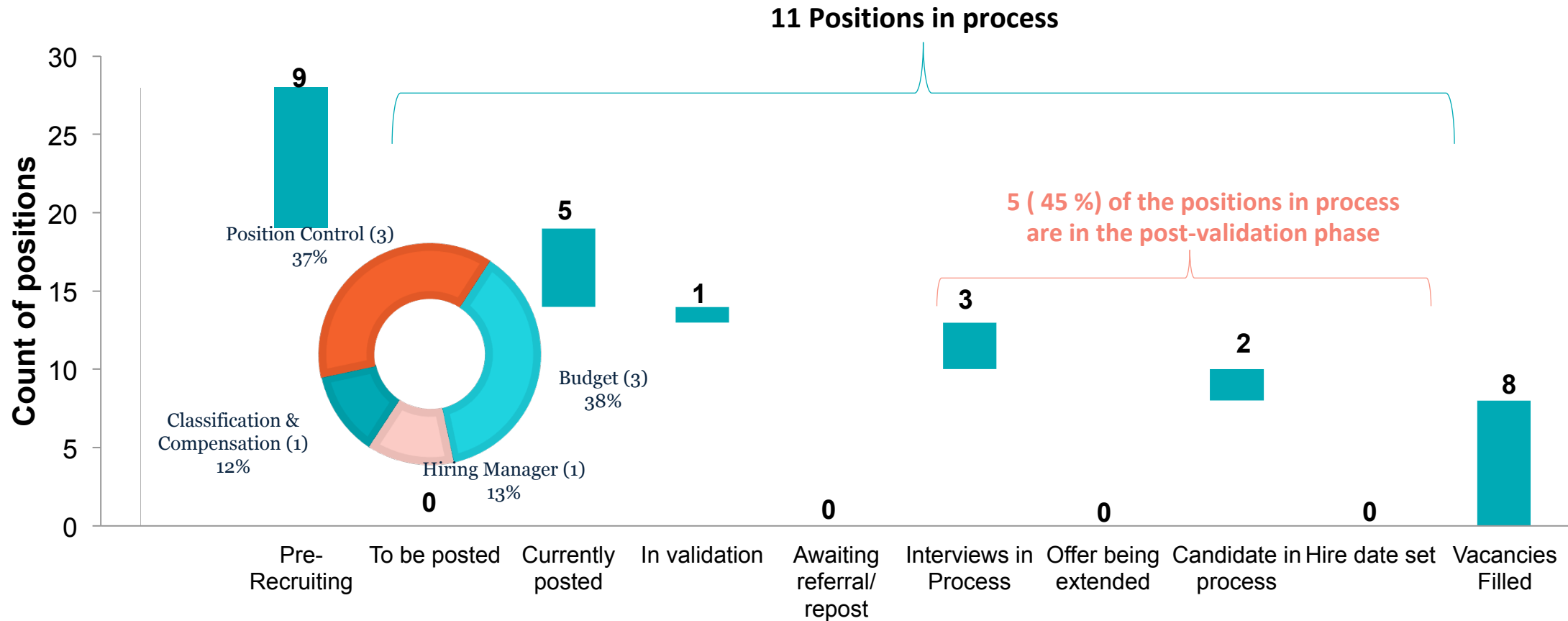


YTD Cumulative Totals:	Quarter 1	Quarter 2	Quarter 3	Quarter 4
FY19 CCHHS Turnover	1.5%	2.3%		
FY18 CCHHS Turnover	2.1%	3.3%		

Include Registry
FY19 data is through 03/31/2019

CCH HR Activity Report – Finance Hiring Snapshot

Thru 3/31/ 2019



CountyCare Update

Prepared for: CCH Board of Directors

James Kiamos

CEO, CountyCare

April 26, 2019



Current Membership

Monthly membership as of April 7, 2019

Category	Total Members	ACHN Members	% ACHN
FHP	210,329	20,013	9.5%
ACA	71,586	13,979	19.5%
ICP	29,466	6,243	21.2%
MLTSS	5,592	0	N/A
Total	316,973	40,235	12.7%

ACA: Affordable Care Act
FHP: Family Health Plan

ICP: Integrated Care Program
MLTSS: Medicaid Long-Term Service and Support



Managed Medicaid Market

Illinois Department of Healthcare and Family Services February 2019 Data

Managed Care Organization	Cook County Enrollment	Cook County Market Share
*CountyCare	320,592	31.6%
Meridian (a WellCare Co.)	234,905	23.2%
Blue Cross Blue Shield	239,055	23.6%
IlliniCare (a Centene Co.)	108,515	10.7%
Molina	67,078	6.6%
*Next Level	44,213	4.4%
Total	1,014,358	100.0%

* Only Operating in Cook County

Meridian and WellCare (dba Harmony) merged as of 1/1/2019. Pending Merger with Centene (dba IlliniCare)



2018-2019 Operations Metrics: Call Center & Encounter Rate

		Performance		
Key Metrics	State Goal	Dec	Jan	Feb
Member & Provider Services Call Center Metrics				
Abandonment Rate	< 5%	0.79%	1.05%	0.81%
Hold Time (minutes)	1:00	0:11	0:15	0:12
% Calls Answered < 30 seconds	> 80%	91.42%	90.50%	91.68%
Quarterly				
Claims/Encounters Acceptance Rate	95%	96.99%	N/A	

2018-2019 Operations Metrics: Claims Payment

		Performance		
Key Metrics	State Goal	Dec	Jan	Feb
Claims Payment Turnaround Time & Volumes				
% of Clean Claims Adjudicated < 30 days	90%	97.1%	96.7%	96.3%
% of Claims Paid < 30 days	90%	65.7%	44.7%	62.6%
Total Claims Adjudicated	N/A	436,813	397,167	440,147

2018-2019 Operations Metrics: Overall Care Management Performance

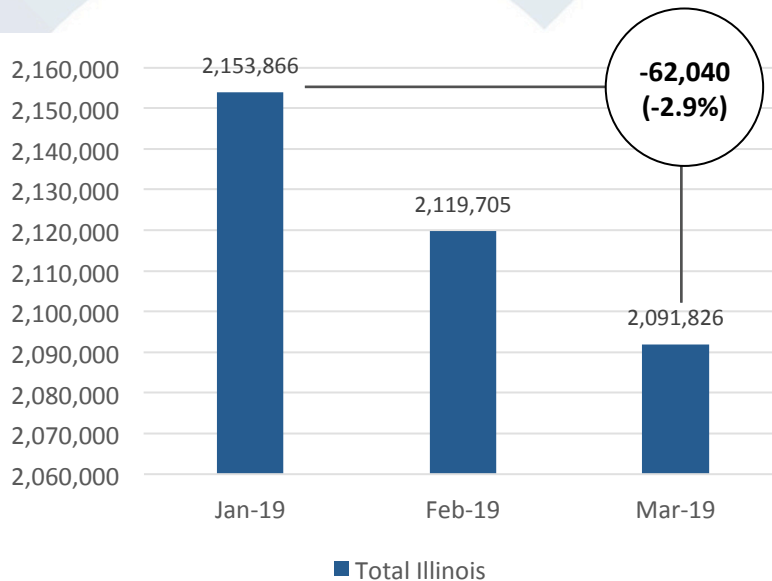
		Performance		
Key Metrics	Market %	Dec	Jan	Feb
Completed HRS/HRA (all populations)				
Overall Performance	40%	57.4%	57.4%	58.1%
Completed Care Plans on High Risk Members				
Overall Performance	65%	67.4%	60.6%	63.9%

CountyCare's high risk stratification exceeds the State's requirement of 2% for Family Health Plan and 5% for Integrated Care Program

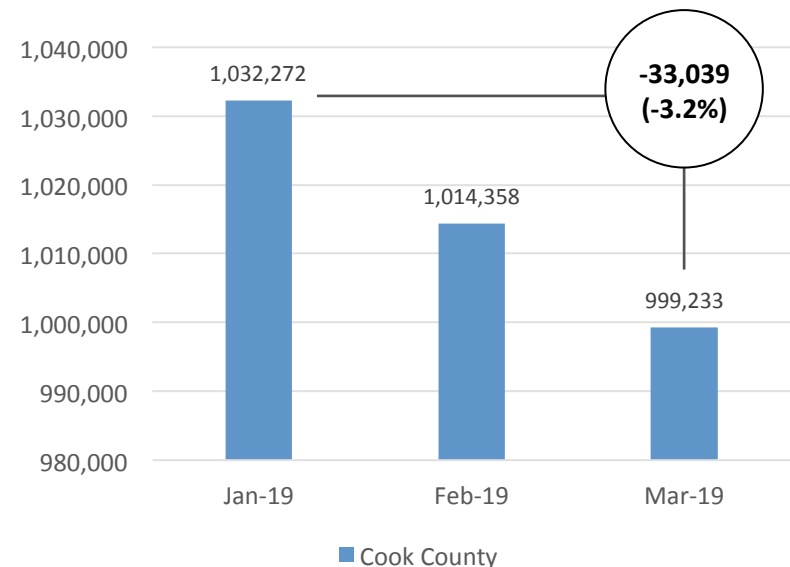


Managed Care Organization (MCO) Medicaid Enrollment Attrition

2019 Q1 | Illinois MCO Enrollment



2019 Q1 | Cook County MCO Enrollment



- Overall population enrolled in MCOs is declining in Cook County and statewide
- Enrollment decline is more rapid in Cook County than statewide

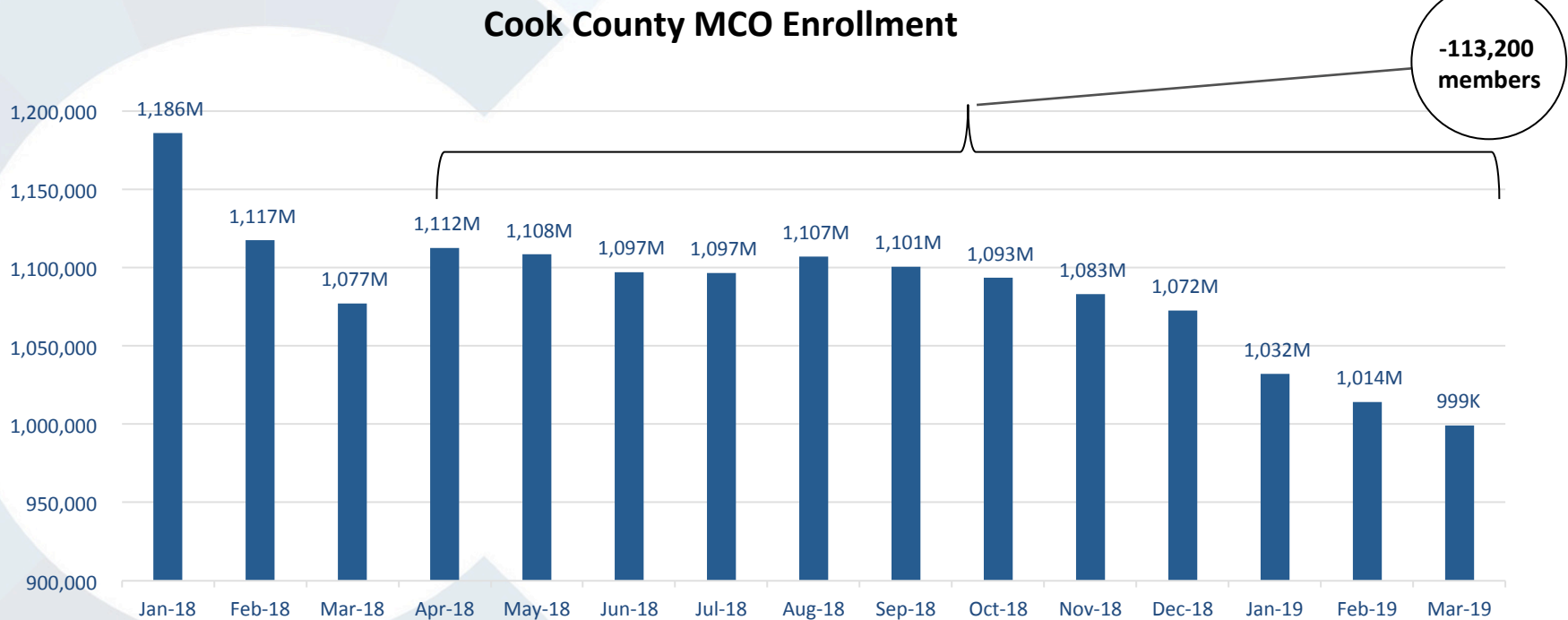
Illinois Statewide MCO Enrollment Attrition

Illinois Statewide MCO Enrollment



- Statewide MCO enrollment declined 9.0% (206K members) since April 2018 peak

Cook County MCO Enrollment Attrition



- Cook County MCO enrollment declined 15.7% (187K members) since January 2018 peak, and declined 10.2% (113K members) since April 2018

QPS Quality Dashboard



April 26, 2019



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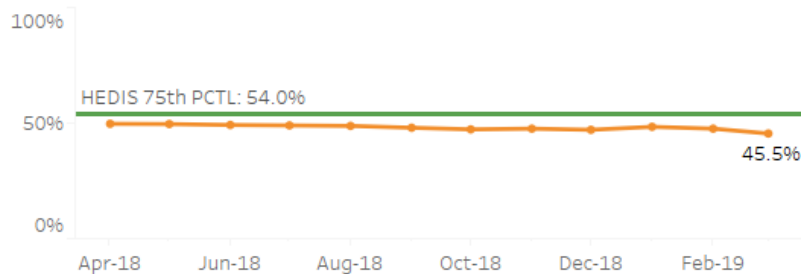


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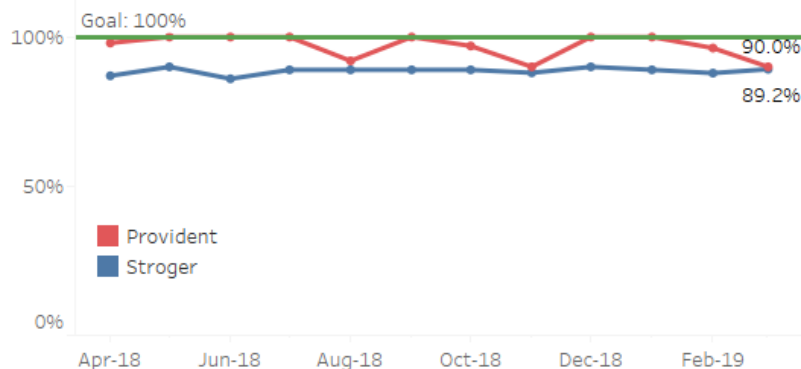
Quality Dashboard
April 18, 2019

Health Outcomes

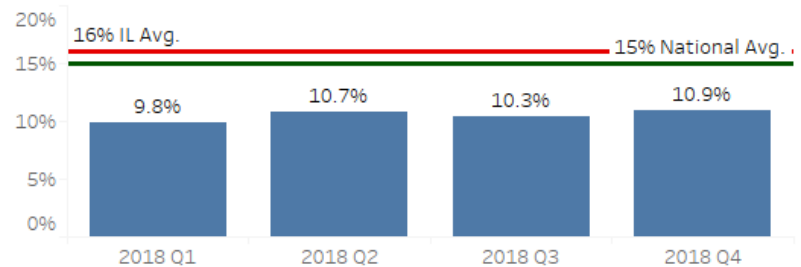
HEDIS - Diabetes Management: HbA1c < 8%



Core Measure - Venous Thromboembolism (VTE) Prevention

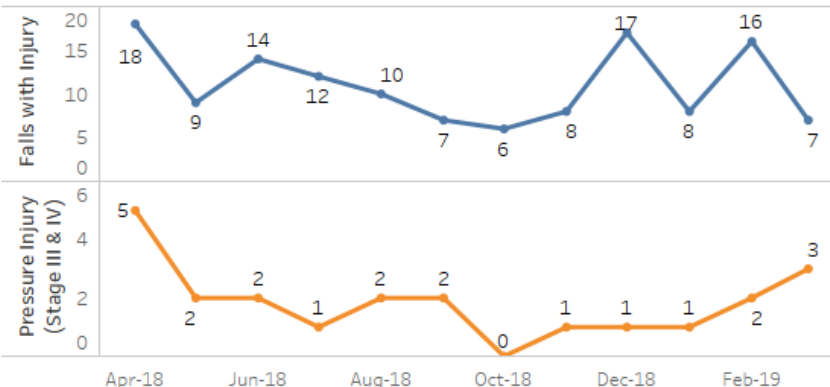


30 Day Readmission Rate

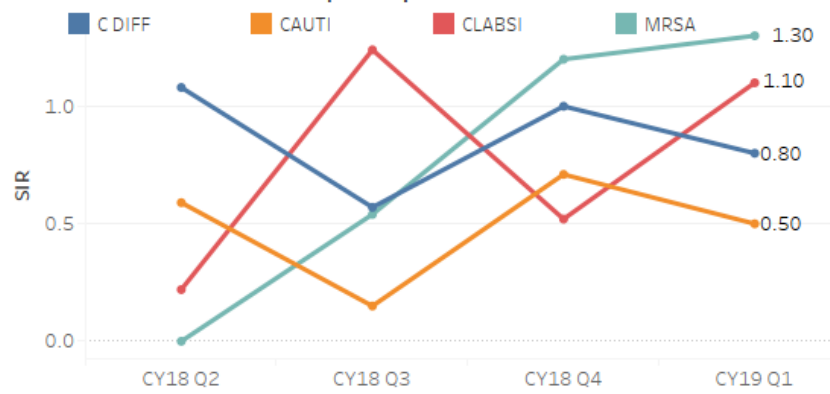


Patient Safety

Hospital Acquired Conditions



Hospital Acquired Infections

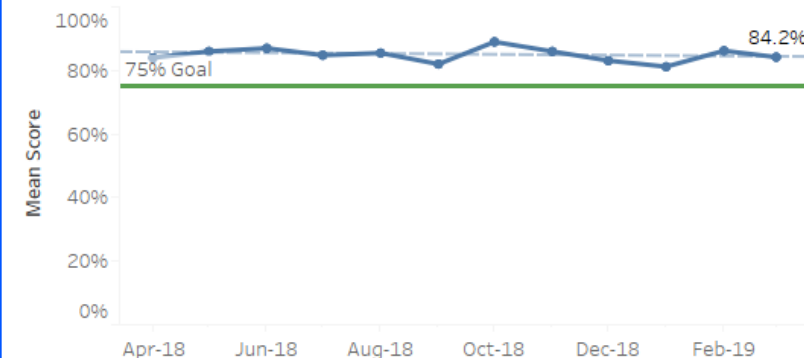


SIR (Standardized Infection Ratio) is a summary measure which compares the actual number of Healthcare Associated Infections (HAI) in a facility with the baseline data for standard population. SIR > 1.0 indicates more HAIs were observed than predicted, conversely SIR of < 1.0 indicates that fewer HAIs were observed than predicted.

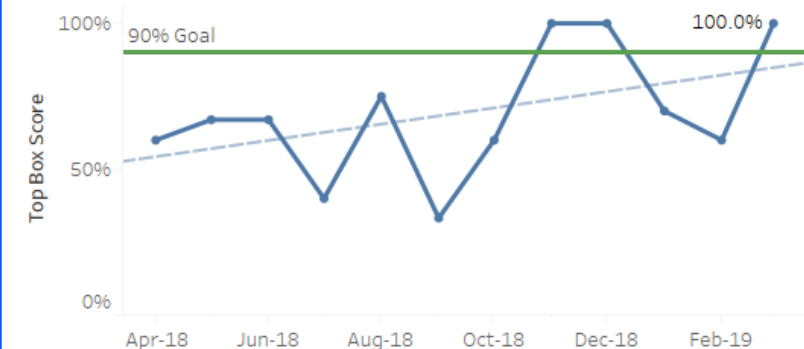
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
C DIFF	6	11	4	5	4	2	10	4	4	6	2	6
CAUTI	1	2	1	0	1	0	0	1	3	1	1	1
CLABSI	0	1	0	2	3	0	0	0	2	1	0	4
MRSA	0	0	0	0	1	0	0	1	0	1	0	1

Utilization

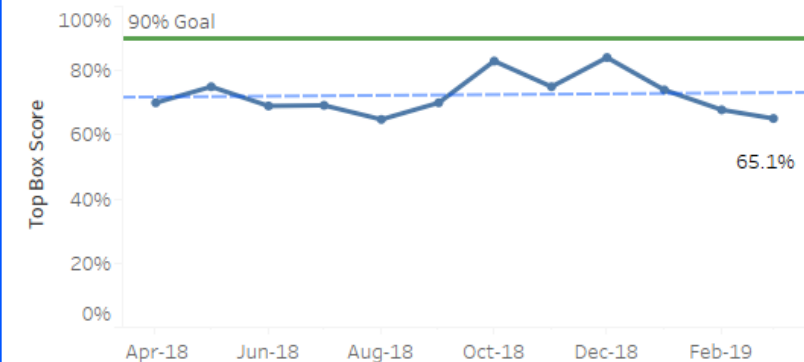
ACHN--Overall Clinic Assessment



Provident--Willingness to Recommend Hospital

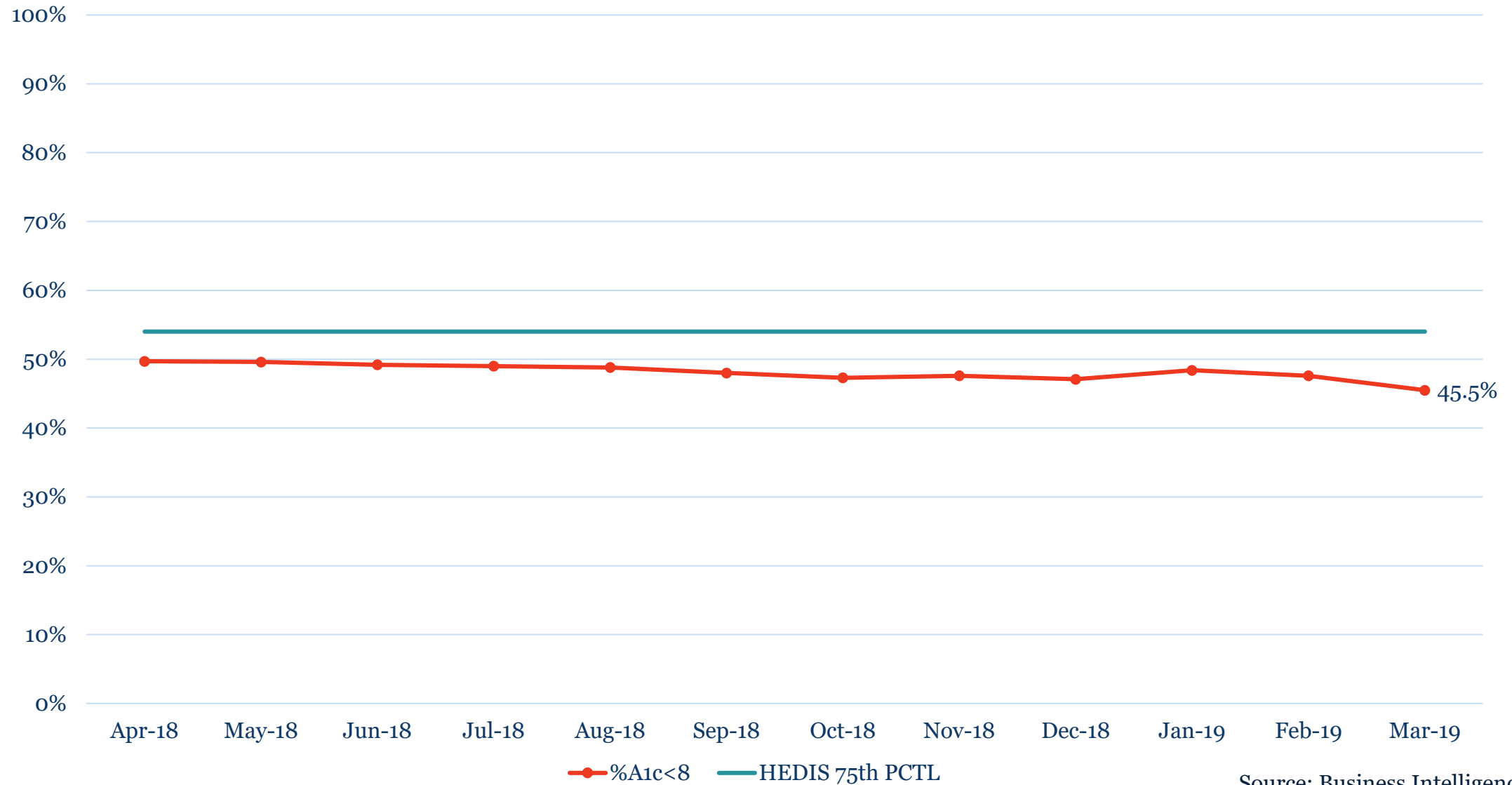


Stroger--Willingness to Recommend Hospital



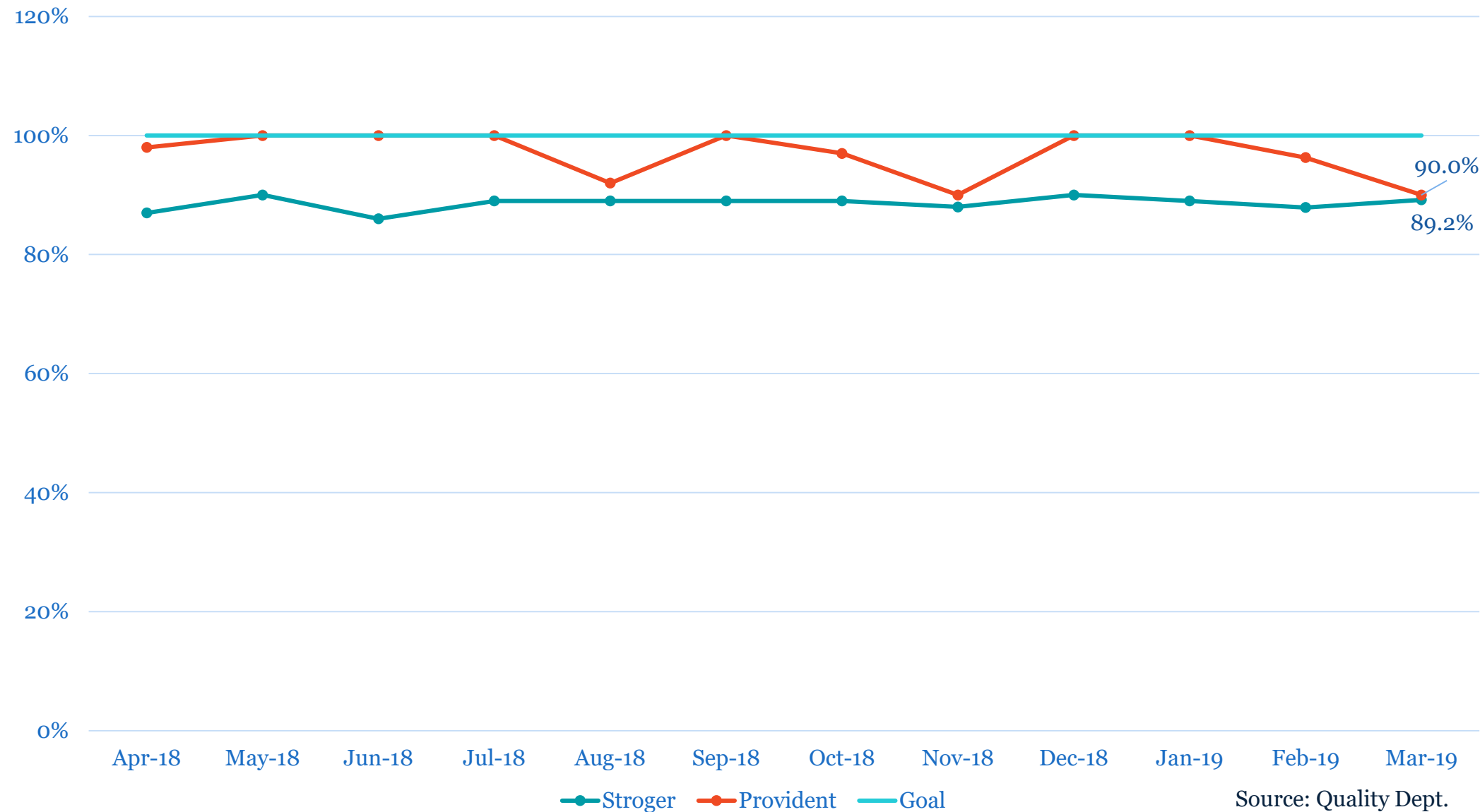
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HEDIS – Diabetes Management: HbA1c < 8%



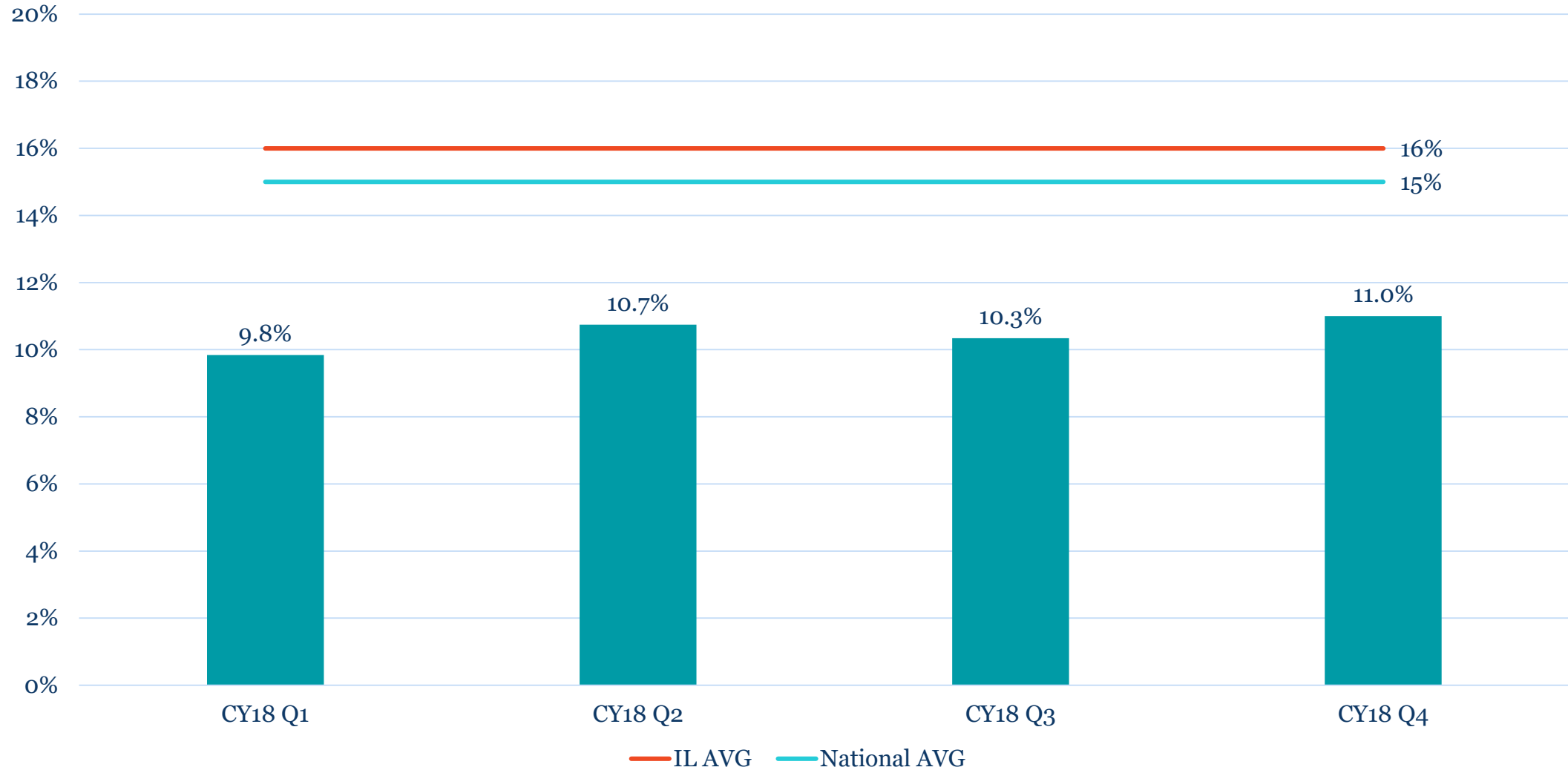
Source: Business Intelligence

Core Measure – Venous Thromboembolism (VTE) Prevention



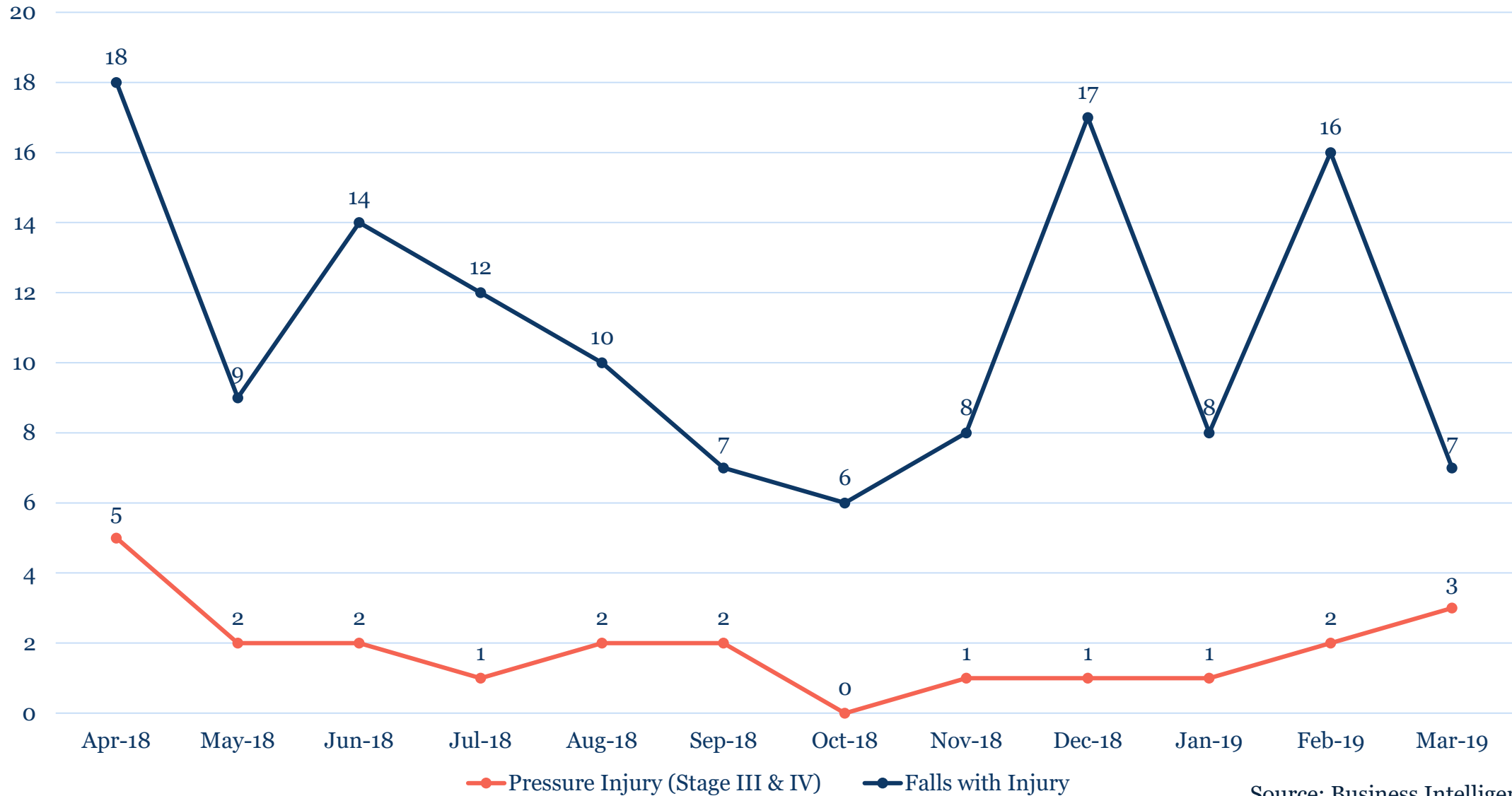
Source: Quality Dept.

30 Day Readmission Rate



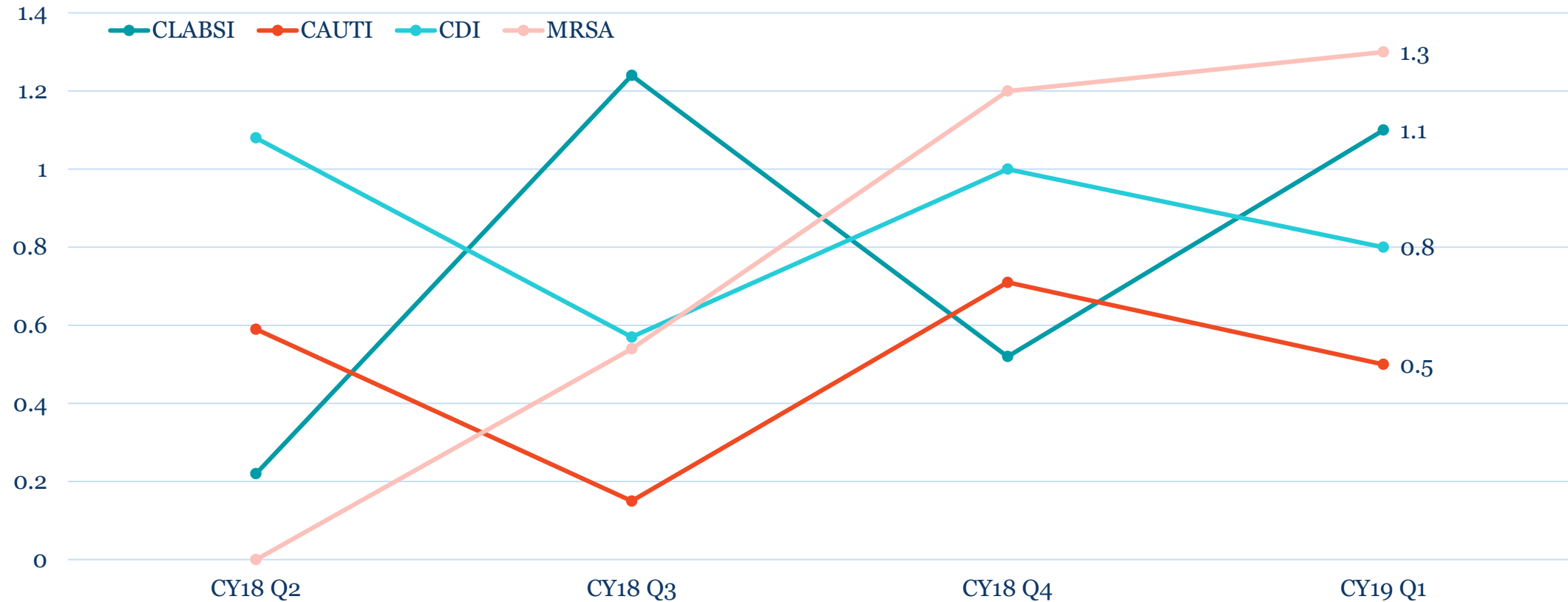
Source: Business Intelligence

Hospital Acquired Conditions



Source: Business Intelligence

Hospital Acquired Infections

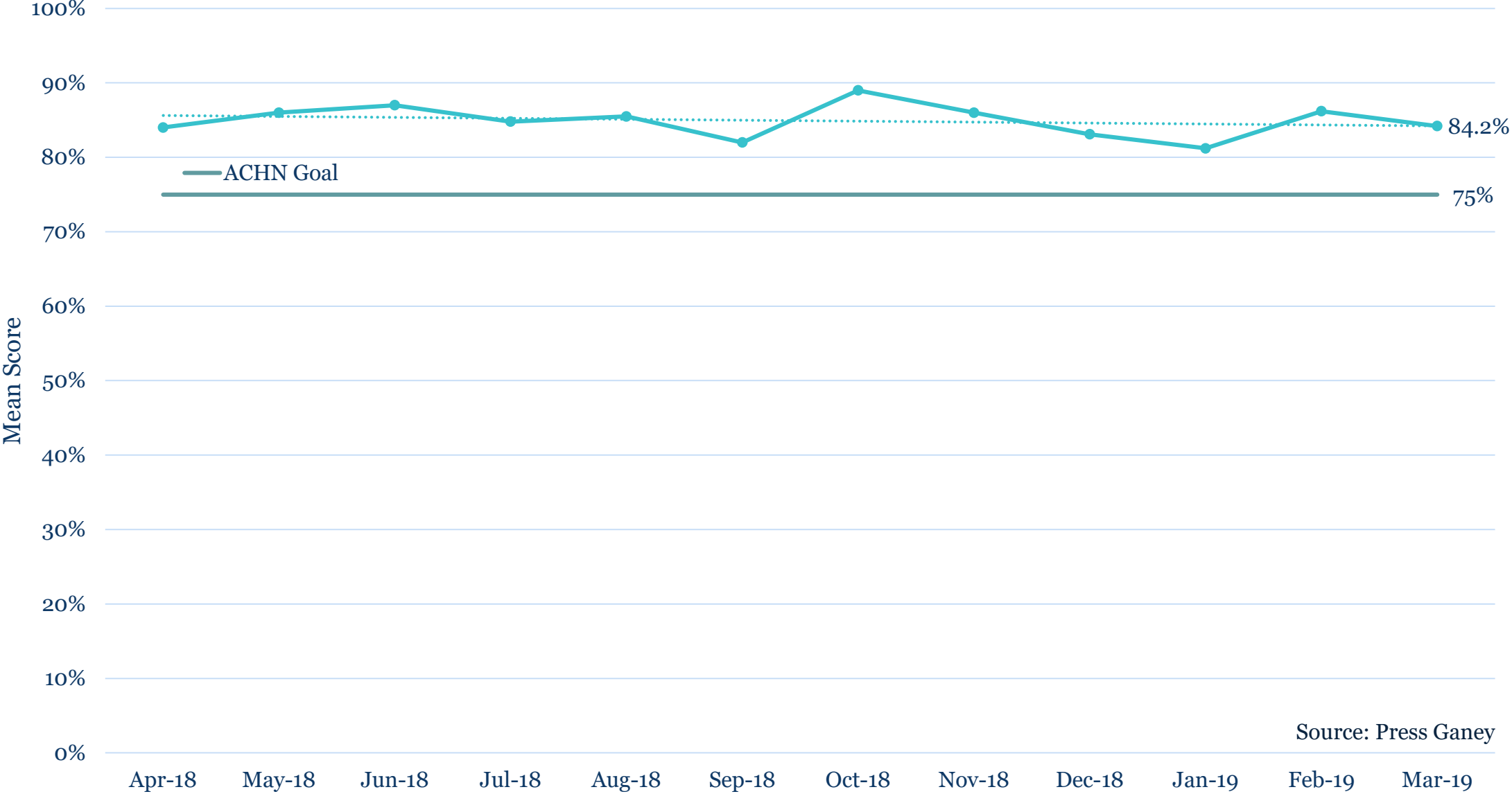


	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
CLABSI	0	1	0	2	3	0	0	0	2	1	0	4
CAUTI	1	2	1	0	1	0	0	1	3	1	1	1
CDI	6	11	4	5	4	2	10	4	4	6	2	6
MRSA	0	0	0	0	1	0	0	1	0	1	0	1

SIR (Standardized Infection Ratio) is a summary measure which compares the actual number of Healthcare Associated Infections (HAI) in a facility with the baseline data for standard population. SIR > 1.0 indicates more HAIs were observed than predicted, conversely SIR of < 1.0 indicates that fewer HAIs were observed than predicted.

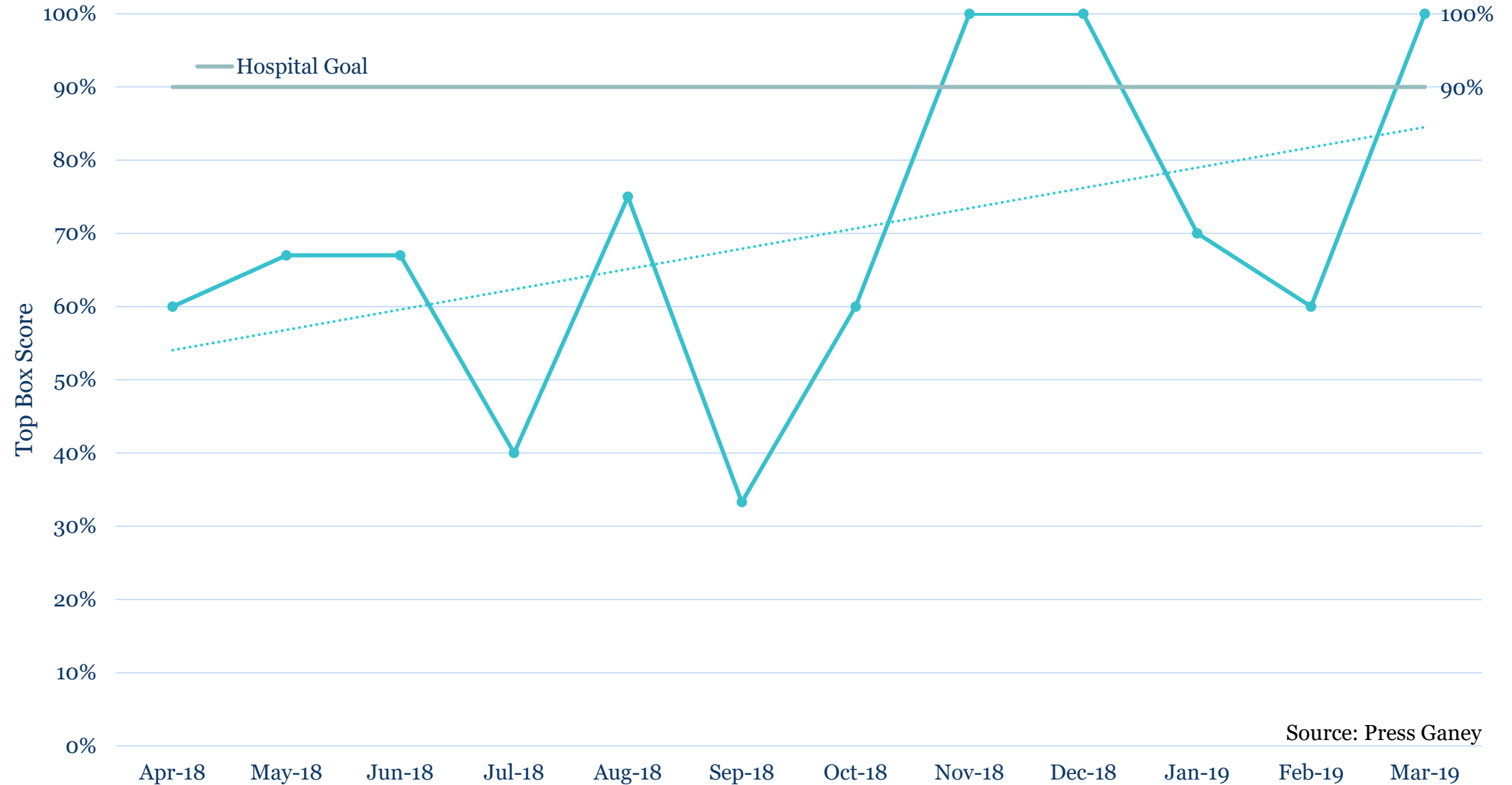
Source: Infection Control Dept.

ACHN – Overall Clinic Assessment



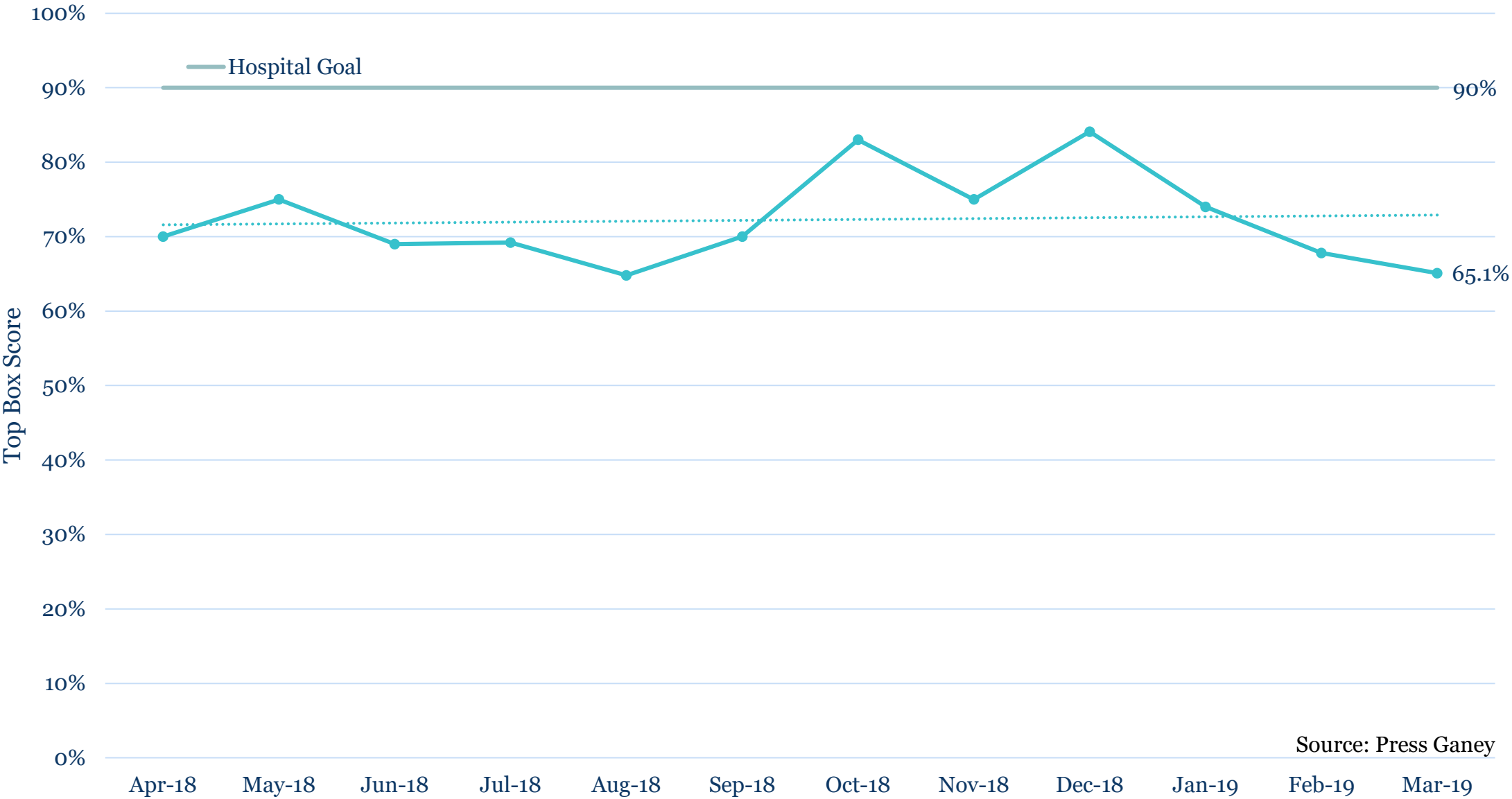
Source: Press Ganey

Provident – Willingness to Recommend the Hospital



Source: Press Ganey

Stroger – Willingness to Recommend the Hospital



Source: Press Ganey